

SESSION 3: Catalyzing Your Vision

Duration: 45 minutes

Facilitator: Section Staff

Learning Outcomes:

- Understand why change is pertinent to the success of organizations around the world.
- Understand why the Order of the Arrow must change in order to Thrive.
- Develop the skills to become the catalyst back home.

Supplies: None

Introduction 2 minutes

Introduce yourself. Today we're going to develop plans to chart a new course for our organization. Before we dive into each of the critical areas that need improvement, let's talk more generally about change and goal-setting.

[Change Slide]

To start things off, could I have a volunteer to read the learning outcomes for this session?

[Delegate reads learning outcomes]

[Change Slide]

Change 10 minutes

Change is a scary word. Many people talk about change. Many people call for change. It happens with every election. New candidates say they will be different. They will change the status quo. Followers and voters seem to like this banter and this promise for change! Change happens. As a group, we get nervous about change and how things are moving forward. Change means we have to close this door and choose which is the correct next door. Change means we have to let go and trust. It means we have to head down the path of progress, but we can't always see the end. In part, the need for change comes because we aren't communicating that we need to adapt.

[Change Slide]

There are three steps to every change or transition. It might come as a surprise to you that change starts with an ending. We have to examine where we are and why we are doing things. Albert Einstein is credited with saying, "The definition of insanity is doing the same thing over and over again but expecting different results." But that is how we generally do things. We try again and again. It is easier to tweak the existing process over and over. We might adjust, but do we really just end things and start over? This seems scary. And it is, if you don't realize this is really how things work. So, we start by ending things. It is the "Dis" stage. Dis-entangled, disengaged, dis-identification, dis-orientation. By stopping things, we change our process. The second stage is the neutral zone. It is like neutral in your car. You don't go anywhere. It is hard because you can hear the motor revving up, but nothing is happening. There are no procedures or protocol for doing something. We ended all the operating parts in the last stage. This stage can be difficult for many because they don't know what to do, but this is where change happens. In the middle of fear and uncertainty, decisions are made, and the old processes are reimagined as something different.

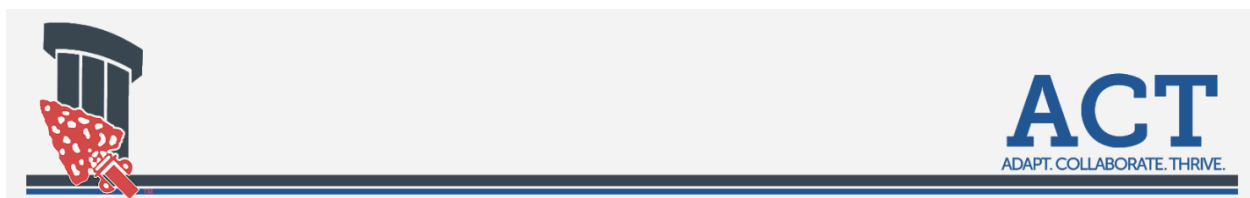
The third stage is the new beginning. This is the plan. This is the action. This is where new things happen. The success of stage three depends on how long you let people stay in stage two. It is up to you as the change maker to manage this process.

In the middle you see Unfreeze, Change, and Refreeze. This is the key to your three stages. In recognizing the bigger challenges we face – undercommunication, stagnation, an attitude of complacency – we realize the necessity of unfreezing and doing things differently. We need to push past the point of being stuck, we need to find a way to move forward. So, we unfreeze the status quo and welcome change, we find ways to improve our organization at all levels. Finally, we want to refreeze in a better place, otherwise a constant state of change without focus or direction will result in confusion and further miscommunication. With time, however, the need for change will once again arise, and we will repeat this cycle. Balancing the importance of adaptation with the value of consistency is a key challenge in supporting any successful organization, and your responsibility as a lodge leader. Always look for new areas for growth, approaching these challenges with a defined vision and purpose.

[Change Slide]

Why? 5 minutes

Before you move to the three stages of stop, change, and start you need to guide a process with your chapter, lodge, section, or the whole Order. This is so simple. You will think it doesn't make sense or it will not work because it is so simple. But we



need to drill down to why we do things and why things are important to us. The five whys will help you get to the real reasons we do things. Try this with anything. Let's focus on the Order of the Arrow itself. Let's talk about this with the people around you.

Why does the OA exist?

Why is that important?

No matter what your answer is, ask why is that important? ...and why is that important? Take it to the fifth why. If you can go to the 6th...do that. Play with the answers. NO MATTER what the response is, see how far you can go with the Why.

Other questions to consider using this method:

1. Why don't people join?
2. Why do people have a negative impression of the OA?
3. Why does the Ordeal exist?
4. Why does Brotherhood exist?

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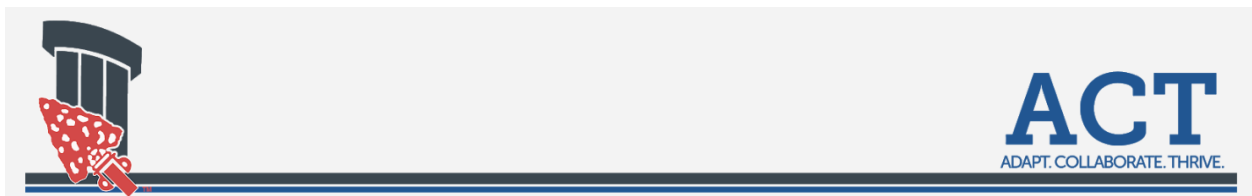
Lighting a Spark 5 minutes

We are all Scouts...we know how to make a fire. We know we need some kindling, and a spark of some sort; and then if we blow on it, we can get a thriving fire. So, we have three basic elements: heat, fuel, and oxygen. Let's think about this fire triangle and our own leadership or our ability to create some change.

Let's start with heat. What are we passionate about? How can we make a difference? Think back to the last slide and what we did with the five whys. How did you feel about those questions and answers? Which of those questions were you passionate about? What was sparked for you to think that you could make a difference?

Next is fuel. How do you feed this passion? Is it leadership? Is it being an elangomat? Do you really like organizing events? Are you a ceremonialist? How do you engage your passion in the Order? What do you want others to see about our Order and all of the things that are important to us and to the thousands of Arrowmen that will follow us?

Finally, we have oxygen. We have to find balance. And we have to breathe life into what we think is important. Change is oxygen. Change is the key to making things



move forward. Think about it...without change you would still be in the first grade. We need to stretch, grow and make things happen to sustain life, energy and our order. Bringing new people into the jobs we like to do is healthy and is growth. IT expands our ability to serve more, teach more and engage more.

[Change Slide]

It has been said that "those who chose you need you." You are a member of the Order of the Arrow. The Brotherhood of Cheerful Service. Brotherhood isn't just a buzzword. We are not a club. We are not a group. We are a brotherhood. We promise to love one another. We promised to make a difference. If we don't do something together to change the way others look at the OA, all of our FIVE WHYS and the PASSION of our fire triangle are for nothing.

How will you be the catalyst to make a difference in the order? How will you be a leader to make things happen? You don't have to be elected Lodge Chief to make a difference. You were elected by the members of your unit to this brotherhood. Many of those who voted for you probably joined the OA in the years following you. How will you prepare the way for them to be successful in our movement?

[Change Slide]

Serving as a Catalyst 5 minutes

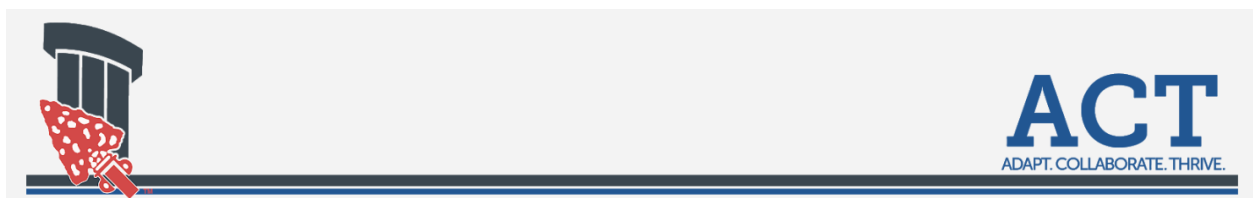
You have been chosen as a catalyst in our organization. A catalyst is something that has energy. It is the spark of innovation. It is the point where you decide you are a leader, and you are going to make a difference. It is that point of no return when you move forward. Unlike the symbol of the match, which is one and done after it quickly burns out, we know how to start this fire with the heat, add the fuel, and sustain it with oxygen.

[Change Slide]

A catalyst is the person or thing that precipitates an event. To put it more simply, it is the person or thing that makes a change. It is the person who unfreezes the status quo, it is the person who has the strength and courage to say, "we need to stop doing some things."

[Change Slide]

The Process of Change 5 minutes



Change doesn't happen instantly, and it doesn't look the same every time. However, for each change, we do go through a distinct process of four different phases. We begin by laying the groundwork, when we recognize and raise awareness to need for change. The time is now, and change is urgent. What will our spark be? During this time, we identify key stakeholders and begin building our team. Importantly, we need to define our vision.

Next, we must communicate a shared vision. By engaging those key stakeholders, captivating their hearts and minds, we can bring people into the process of creating change. This step reaches beyond just your team driving change to hear from those who will be affected by the change. Prepare others for how your lodge might look different after going through a change and emphasize the importance of taking these actions.

Third, we enable others. Use your team to drive change through measured, incremental progress. Get your whole lodge involved, develop activation events, and celebrate every win you can. Be a team of winners. See the small wins as gains and the big wins as triumphs.

Finally, continue to act. See the things that didn't work as an amazing attempt that will be CHANGED next time. Consolidate all of the wins and the huge pile of what we are doing right into a rally cry for more change. Progress will be continual, not instant, and learning from our past is necessary to creating a better tomorrow. Anchor down and refreeze in the new way of doing things. Move past the neutral zone by following-through on your plans and setting your sights on the future once again.

[Change Slide]

Setting Goals 10 minutes

We've talked a lot about being an instigator of change –a catalyst. To make that change a reality, we need to take specific steps to create a new beginning. We can do this by setting goals. What do you think are important characteristics of a goal?

[solicit response from audience]

- It recognizes potential barriers that need to be overcome.
- It has to be important to you, personally.
- It needs to be challenging but achievable.
- It must be clearly defined.
- It needs to have a specific point person



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Let's think big picture for a moment about creating goals. Think about this with those around you for a moment.

- If you were given three wishes for anything in your lodge, what would those wishes be?
- If your lodge suddenly received a donation of a million dollars, how would you spend it?
- If your lodge could accomplish anything in the world, what would you do?

Throughout this event, you are going to work with a member of our staff to develop goals to improve your election, induction, and activation rates. I'm going to have them introduce themselves to you and talk a little more about goal-setting for the next five minutes.

[Change Slide]

Conclusion 3 minutes

Change is an inevitable part of every successful organization on this planet, and the Order of the Arrow is no different. We must be willing to take risks to innovate and progress our organization towards a state of growth.

Being a catalyst is dissolving the old ways. Just because we have done things that way for about 100 years doesn't mean it was perfect. And it doesn't mean we can't change. When we unfreeze our current ways of doing things, we are dissolving the status quo. We are rerouting the river of time. We are changing the rut in which we are stuck. Then, we can refreeze with new ideas, new ways of doing things and new ways to be the catalyst of high performance in our movement.



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